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MEMORANDUM FOR: Inspector General  
3 MAR 1978  
SUBJECT : Manpower Utilization

The following information is submitted in reply to the three questions posed by the Agency Manpower Utilization Committee.

QUESTION 1. What specific action would the DD/I take to effect a 10% manpower reduction in his area?

ANSWER 1. a. If a 10% personnel reduction were imposed upon the DD/I area, serious consideration would have to be given to a major reorganization. Such a reorganization would provide for two principal areas; first, an intelligence collection and information area comprising the functions of the present Office of Operations (OO) and Office of Central Reference (OCR); second, an intelligence production area including the present Office of Research and Reports (ORR), Office of Scientific Intelligence (OSI), Office of National Estimates (ONE), Office of Current Intelligence (OCI) and Office of Basic Intelligence (OBI). Major opportunities for savings would probably develop from integrating the present functions of ORR and OSI on one hand and of OCI and ONE on the other. Such a reorganization could undoubtedly be managed to effect a 10% savings in manpower; however, it is questionable whether the disruption of efforts, the losses of key personnel and the other confusions resulting from such a major reorganization would be worth the eventual savings in manpower. In any event, such a reorganization would have to receive the most careful and mature study before an affirmative recommendation could be endorsed to the Director.

b. The alternative to a major reorganization is a selective curtailment of functions based upon relative priorities. If such a reduction were inescapable it would be applied within the DD/I area essentially as follows:

(1) ORR - 12% reduction which would eliminate geographic research on non-Sino Soviet Bloc countries, drastically reduce map reference services and somewhat curtail general economic research.

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(2) OO - 12% reduction which would

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(3) OCR - 11% reduction which would reduce the over-all effectiveness of the library, the liaison division and the various registers.

(4) OCI - 10% reduction which would reduce the quality of current intelligence publications especially on non-Bloc countries.

(5) ONE, OSI and OBI - No reductions. These are already small offices. Further reductions would be contrary to DCID 4/6 and other IAC priorities.

QUESTION 2. Are any DD/I offices now performing functions being performed by another component of the Agency or by another government department? If so, could the function or portions thereof be performed entirely by the other component or other government department?

ANSWER 2. There are no evidences of duplication in the assignment of functions as between the DD/I and other components of the Agency or other government departments. There are a number of areas in which duplications and overlaps occur because of faulty management or administration; however, in such cases, increased efficiency and savings in manpower are being effected within the framework of assigned functions. There are, however, certain functions for which responsibility is divided amongst several components of the Agency. Centralizing responsibility for these functions may improve efficiency and result in some savings in manpower. For example:

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(1) Biographic Register/OCR and [REDACTED] are recording information on personalities. The nature of the information being recorded may not be duplicatory; however, the functions are so similar that some savings in personnel could be affected if the two operations were merged into one unit, perhaps under DDS.

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(2) CIA and each of the Military Departments are producing a series of current intelligence publications. If agreement could be reached among the

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IAC agencies for the production of a single series of current intelligence publications coordinated by CIA, each of the intelligence agencies including CIA (OCI) could effect substantial personnel savings.

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(3) There has been some indication, especially from consultants, of overlap in the scientific and technical intelligence activities of the various components of the Agency. An examination of the functions assigned to SI, TSS, Materiel Board, Commo, [REDACTED] SA/DCI and perhaps others, may indicate areas where possible savings in personnel can be effected through closer coordination or centralization of efforts. The present diverse responsibilities for ELINT could well be included in such an examination.

(4) Information on and coverage of international conferences are becoming increasingly important, especially as Soviet participation increases. There are indications that responsibility for coverage of such conferences is not clearly assigned and that unnecessary duplications and serious gaps in coverage are occurring.

QUESTION 3. Do many offices now have work requirements beyond present manpower capabilities? If so, what additional manpower is required?

ANSWER 3. All of the major functions now assigned to the DD/I are receiving some coverage. The problem is primarily one of insuring that the breadth and quality of coverage is adequate. There are many areas within the DD/I in which a substantial improvement in the level of performance could be obtained through increases in manpower. For the DD/I area as a whole to perform at maximum efficiency, a total increase in manpower of [REDACTED] is required. Detailed data on such increases are available to the DD/I representatives on the Committee. However, some examples are as follows:

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(1) OCR - Increase by [REDACTED] for maximum efficiency in the operation of the Library, the Liaison

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Division and the various Registers.

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(3) OSI - Increase by [REDACTED] to cover new applications of science and technology to the intelligence process and to improve coverage of foreign guided missiles, nuclear energy and basic sciences programs.

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Through External Research Projects and other contracting procedures, the DD/I is now obtaining intelligence equivalent to the work of [REDACTED] on-duty personnel. This appears to be close to the maximum savings in on-duty personnel that can be effected through such contracting procedures. Experience indicates that external contracts are best suited to supplement rather than to replace the work of on-duty personnel. Whenever possible, external contracting procedures will continue to be used to supplement and improve the quality of work in the DD/I area.

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The foregoing are general reactions to the questions posed by the Committee. Detailed data on each item are available for the Committee study. I would appreciate an opportunity to comment on the Committee's recommendations prior to their final submission to the Director.

[REDACTED]  
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